

# **Oil Region Greenway and Open Space Peer-to-Peer Study Report**



**April 2008**

**Prepared for the  
Oil Region Alliance of Business, Industry, and Tourism**

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### **Special thanks are extended to:**

*Pa Department of Conservation and Natural Resources*  
Michael Eschenmann, Section Chief, Community Recreation Partnerships

### **Grant Acknowledgment**

*This project was financed in part by a grant from the Pennsylvania Department of Conservation and Natural Resources, Bureau of Recreation and Conservation, Special Purpose Studies, BRC-HP-06-27, via the Oil Region Alliance of Business, Industry & Tourism, with matching funds from the County of Venango, County of Crawford, Allegheny Valley Trails Association, and the Oil Region Alliance of Business, Industry & Tourism.*

**Cover photo: Oil Creek State Park Bicycle Trail near Drake Well Museum**

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# Implementation Update

March 15, 2008

This implementation update describes the actions of the process from the time the Project was completed in October 2007 through the final creation of the Greenway and Open Space Steering Committee in March 2008.

In October 2007, the Venango County Commissioners submitted an application for a Circuit Rider position to the Pennsylvania Department of Conservation and Natural Resources (DCNR). On November 30, 2007, Mike Eschenmann, who oversees the Circuit Rider Grants for DCNR met with the Study Committee to discuss DCNR's response to the Draft for this report and to provide comment on the grant application. He told the Study Committee that DCNR was concerned about the fact that the organizational structure proposed in the Study did not provide a strong enough commitment from the local partners to satisfy DCNR. Specifically, he discussed DCNR's desire to have the organization formed through an intergovernmental organization rather than a loosely structured committee. He told the Study Committee that DCNR was concerned that the financial commitments to the project were not supported by absolutely binding legal action that would tie the organizations to the project for the long term.

The Study Committee explained that with the large number of organizations, municipalities, and counties involved, they did not believe an agreement could be reached to form an intergovernmental organization. They believed that the broad-based commitment from so many groups showed the strong commitment to the project. Each organization, municipality, and county had, through official motions enacted by their respective boards, committed to an annual financial obligation and to appoint a representative to the Steering Committee.

It was agreed that as an alternative to creation of the intergovernmental organization, the Study Committee would go back to each supporting entity and asked them to pass an official resolution as a means of strengthening their individual commitments. In December 2007, the Committee sent letters and sample resolutions to all potential partners asking to pass the resolution. As of the writing of this update, resolutions have been received from all sixteen partners.

January 2008 brought a complete changeover in the Venango County Board of Commissioners. As the three new Commissioners met for the first time with the Executive Director of the Venango County Regional Planning Commission, they told her that they were no longer willing to serve as the fiscal agent for the project.

Members of the Study Committee began to look for other options to fill that capacity. However, before moving on to another municipality or agency, they asked if they could meet with the Commissioners to present in more detail the benefits of the project to the County. The Venango County Commissioners met with members of the Committee on February 4, 2008 but were not swayed by the Committee's presentation. They again declined to serve as the fiscal agent.

In the mean time, Northwest Pennsylvania Regional Planning and Development Commission had

approached the Study Committee with the offer to serve as fiscal agent for the project. Unfortunately, they were not an eligible applicant for the category of DCNR Grant that funds Circuit Rider projects. The Study Committee then asked the Oil Region Alliance of Business, Industry, and Tourism to serve as fiscal agent but it was found that they, as a non-profit corporation, were not an eligible applicant for the available DCNR funds.

In discussions with DCNR, the Committee found that the Northwest Commission could serve as fiscal agent and administer the grant if one of the other County partners would serve as the legal applicant. On February 14, 2008, members of the Committee met with the Crawford County Commissioners to request that they serve as the applicant for the Circuit Rider Grant and that they enter into an agreement with the Northwest Commission to serve as the fiscal agent. They agreed to do so. On February 19, 2008, the Crawford County Commissioners passed resolutions to apply for the grant and to enter into the appropriate agreement with the Northwest Commission.

Having done so, the Study Committee met on February 20, 2008 to close out the Peer Study. Immediately following this final Study Committee meeting, the new Oil Region Greenways and Open Space Committee held its inaugural meeting. The minutes of both can be found in Appendix B.

The final listing of partners, and their respective monetary pledge, at the date of this inaugural meeting of the Steering Committee is as follows.

<b>Municipality/Organization</b>	<b>2008 Amount</b>	<b>Municipality/Organization</b>	<b>2008 Amount</b>
Venango County	\$ 3,000	City of Titusville	\$ 2,000
Crawford County	\$ 2,000	Oil Region Alliance of Business, Industry, and Tourism	\$ 5,000
Clarion County	\$ 2,000	Allegheny Valley Trails Association	\$ 2,000
City of Oil City	\$ 2,000	Northwest PA. Regional Planning and Development Commission	\$ 5,000
City of Franklin	\$ 2,000	Allegheny Valley Conservancy	\$ 500
Emlenton Borough	\$ 1,000	Friends of Oil Creek State Park	\$ 500
Cranberry Township	\$ 2,000	Franklin Industrial & Commercial Development Authority	\$ 12,000 (in-kind)
Foxburg Borough	\$ 100	Clear Lake Authority	\$ 750
Cornplanter Township	\$ 2,000		

Nearly all the entities pledged the same amounts also for Years 2 (2009), 3 (2010), 4 (2011), and 5 (2012) toward this collaborative project.

The reader should realize that the balance of this report remains as per its October, 2007 version. Therefore, the grant administration for the implementation of this report is Crawford County, not Venango County.

# Oil Region Greenways and Open Space Management Peer to Peer Study Report

## Introduction

In the months prior to the beginning of this project, those associated with trail planning, development, and operation in Venango County identified the need for a staff person to assist in the coordination of greenway and trail work in the region. The network of multiuse, non-motorized trails in the Oil Region totaled forty-five miles, with ten additional miles under construction and twenty more in some phase of planning. Trails were owned and/or managed by as many as eight different municipalities or organizations. These include the Allegheny Valley Trails Association, Oil Creek State Park, the cities of Titusville, Franklin, and Oil City, the Borough of Emlenton, Cranberry Township, and the PA Game Commission.

In addition to the existing trails, additional trails are proposed both within the Oil Region and extending beyond the Region contiguous with existing trails. Discussions of a trail to connect Erie with Pittsburgh were in the works with the expectation that such a trail would travel through the Oil Region.

The work to coordinate the planning, development, operation, and maintenance of these trails was getting beyond the capability of being managed by volunteers and local municipal staff. In the fall of 2006, the PA Department of Conservation and Natural Resources (DCNR) was asked to help the local group develop a plan to hire a staff person through the DCNR Circuit Rider Grant Program. In January 2007, a DCNR Peer-to-Peer Grant was awarded to the Oil Region Alliance (ORA) to develop such a plan. The ORA was selected as the grant recipient because they represent the entire region and are not directly affiliated with any single municipality or trail organization. They have a great deal of experience administering grants and are an eligible organization under DCNR guidelines.

Work on the project began in January 2007. Bob Good of Pashek Associates was contracted as the Peer Consultant.

The scope of services for the study was to include the following:

- Conducting an inventory and analysis of existing facilities, programs, and services – In order to allow the Peer Consultant to focus on development of a management structure and staffing plan, this inventory would be conducted by reviewing and analyzing information from existing plans and studies and those currently underway. These included:
  - Venango County Comprehensive Plan
  - Crawford County Comprehensive Plan
  - Oil Region Alliance Management Action Plan and its updates
  - Northwest Pennsylvania Greenways Plan
  - Allegheny Valley Rail Trails Feasibility Study and Development Plan

- Trail Utilization Study: Analysis of the Trail Systems within the Oil Region
  - Gathering public input – The public input included focus group meetings with local governments and key stakeholders and conducting key person interviews
  - Identifying key issues and developing solutions and alternatives
  - Developing a management structure
  - Developing a staffing plan

The complete scope of services for this study can be found in Appendix A.

## **The Process**

A Study Committee was appointed representing many of the major greenways and trail stakeholders. The Committee met seven times with the consultant to work through the scope of services. The Committee was actively involved in each step of the process. They played a critical role in assuring that the final plan would meet the needs of the Oil Region. They identified key issues; characterized strengths, weaknesses, opportunities, and threats; provided accurate inventory information; defined management issues; and discussed alternative management structures. Meeting minutes can be found in Appendix B.

Under the direction of the Peer Consultant, the Study Committee evaluated the strengths, weaknesses, opportunities, and threats affecting the management of greenways and open space in the Oil Region. The greatest strengths identified were the number of strong, supportive organizations in the Region that are working on the planning, development, and maintenance of greenways and open space. Weaknesses seemed to focus on the difficulties in getting people and organizations to work together for the future of the greenways and open space. Other weaknesses included a lack of operational funding, land owner issues, limited overall planning, lack of adequate maintenance, and the absence of a single contact person to represent all of the regional trails.

The Committee saw opportunities in the vast amount of natural, cultural, and recreational resources in the region. Additionally, they identified opportunities for operational funding, a breaking down of territorial issues, a willingness to continue to work together, completion of this study and employment of a staff person to assist in moving things ahead. The demographic and geographic characteristics of the region were seen as tremendous opportunities to develop the trails of the region. The likelihood of the Erie to Pittsburgh Trail running through the region would likely increase economic opportunities, providing for additional trail related business.

Threats to the future of the trail system included volunteer burnout; an influx of motorized recreational vehicles on the trails; a lack of understanding of conservation and resource protection; a lack of preparedness (businesses, infrastructure, maintenance, and security) to handle the number of trail users that will come with a strong system; and continuing landowner issues.

A complete listing of this SWOT Analysis can be found in Appendix C.

The Study Committee spent an entire meeting identifying the management issues that will be of importance as the process moves forward. To do this they answered seven questions.

1. Is a joint management structure (organization) really needed?  
There was an unquestionable consensus that this was needed
2. What will be its purpose?  
Its purpose would be to provide oversight of trail projects, prevent duplication of services, hire and supervise a staff person to provide management, and establish goals and objectives. It would also provide an open forum for those organizations involved in greenways, trails, and open space; provide coordination of their efforts; and serve as a clearinghouse of information.
3. What kinds of things will it do?  
The organization would conduct tasks associated with the hiring and management of a staff person; seek out funding sources; represent areas that do not have trail groups; and provide an opportunity to discuss concerns, problems, and successes in greenway and open space planning, development, and operations.
4. What are the advantages of having one organization to manage the greenway and open space system?  
The advantages of such an organization would be that it provides a single point of contact for related issues; it can provide more active promotion of the region; coordinate volunteers; prioritize funding and development of projects; eliminate duplication of services; establish clear direction and goals; and respond quickly to issues and concerns.
5. What are the disadvantages of having one organization to manage the greenway and open space system?  
A disadvantage would be found in the difficulty of meeting the expectations of the wide variety of organizations and municipalities that would be involved. It was also recognized that some organizations are more trusted and recognized in certain areas of the region. A single, larger organization may not have that same level of trust. Similarly, some existing groups have a great deal of experience that may not be passed on to the larger organization. Additionally, it would likely be many of the same volunteers that are currently involved being asked to extend themselves just a little further to be on another board.
6. What will be the issues in creating the organization?  
There will be many issues, some big and some small, in creating a new organization. They include determining who will be represented in the organization; keeping it small enough to ensure clear communication, but big enough to be representative; creating its structure; building in flexibility to adjust to future demands; determining who will handle the finances; agreeing on a vision and goals; and handling legal issues and insurance.
7. What issues will it face as it begins to operate?

The organization will certainly face its challenges as it begins to operate. Among those challenges will be reaching consensus on key issues; dealing with negative reactions; getting “buy-in” from all parties; handling the “what’s in it for me” attitude; developing basic operating procedures; and securing appropriate and adequate funding.

A detailed listing of these management issues can be found in Appendix D.

The Committee also discussed management models and structures that are identified in the Management and Operations section of this report. The final management and operations structure was developed based on Committee consensus of appropriate ways to address these issues identified throughout this process.

## **Setting**

This project was originally intended to consider the area of the Oil Region. The Oil Region Natural Heritage Area includes all of Venango County, as well as the City of Titusville and Oil Creek Township in Crawford County. As the process got underway, the Study Committee broadened the geographic parameters of the project. The following two key parameters were established to keep the project focused as we proceeded.

### **Parameter #1**

The Oil Region, as well as greenways and trails that are contiguous with, but extend beyond the Oil Region into Clarion and Crawford Counties, are considered to be a part of this Plan.

### **Parameter #2**

The project will deal with greenways and open space located within the designated region.

There was additional discussion about how the project will match up with plans for the Erie to Pittsburgh Trail. It was decided that the outcome of this study will include segments of the Erie to Pittsburgh Trail insofar as they fall within the previously identified parameters.

Additionally, this Study has recognized that there are two other major Plans taking place that will have a significant impact on the outcome of this Study. They are the Northwest Pennsylvania Greenway Plan and the Venango County Comprehensive Recreation, Parks, and Open Space Plan. The Greenway Plan is being conducted at the same time as this Study. The Venango County Comprehensive Recreation, Parks, and Open Space Plan will just be getting underway as this Study is completed.

The Greenway plan will identify existing and proposed greenways in each of the eight counties in northwest Pennsylvania. These counties include Lawrence, Mercer, Venango, Crawford, Clarion, Erie, Warren, and Forest.

The Venango County Comprehensive Recreation, Parks, and Open Space Plan may identify additional greenways and open space that will fall within the parameters of the outcome of this Study.

According to the definition described in the Northwest Greenway Plan, a greenway is a corridor of open space. Greenways vary greatly in scale, from narrow ribbons of green that run through urban, suburban, and rural areas, to wider corridors that incorporate diverse natural, cultural and scenic features. They may follow old railways, canals, or ridge tops, or they may follow stream corridors, shorelines, or wetlands, and include water trails.

Some greenways are for human activity and may accommodate motorized and non-motorized recreation and transportation uses. Other greenways conserve natural infrastructure for the benefit of community, economy, and environment and are not designed for human passage.

The matrix on the following pages describes the greenways identified as part of this study. It is followed by county-specific maps of existing, proposed, and potential greenways. A similar map of open space will be developed through the Venango County Comprehensive Recreation, Park, and Open Space Plan.

## Oil Heritage Region Recreational Greenways Matrix

	Trail Segment	Length and Location	Development Status and Trail Surface	Ownership and Management	Affiliated Organizations	Comments
1.	<b>Titusville Queen City Trail</b>	2 miles From Oil Creek State Park (Jersey Bridge Parking Lot to Allen Street	Incomplete - Bituminous surface Limited signage	City of Titusville	Titusville Area Chamber of Commerce	There are plans to extend the trail through the City and into Oil Creek Twp., and to eventually connect with other trails.
2.	<b>Oil Creek State Park Bicycle Trail</b>	10 miles From the Park's northern most boundary, south to Petroleum Centre	Incomplete - Ends at Petroleum Centre. Needs to be extended three miles to reach Rynd Farm Asphalt surface	Commonwealth of PA	Friends of Oil Creek State Park. (PA Parks and Forest Foundation)	There are also hiking, and cross-country ski trails in the Park.
3.	<b>McClintock Trail</b>	4 miles Rynd Farm to Oil City	Incomplete - The northern section follows Waitz Road. The route south of McClintock Well #1 is pending	Cornplanter Township	Oil Region Alliance	The two miles from Rynd Farm to McClintock #1 will be developed first.
4.	<b>Oil City Trail</b>	3 miles Travels through the City on local streets; a short amount is dedicated trail	Complete - Street surface and hard surface	City of Oil City	Venango Area Chamber of Commerce	Eventually would prefer to use the rail bed for some sections
5.	<b>Justus Trail</b>	5.3 miles Oil City to Franklin	Complete - Asphalt surface	Cranberry Township	AVTA	Some of the trail is owned by the Township, while other segments are utilized through right-of-way or easements.

	<b>Trail Segment</b>	<b>Length and Location</b>	<b>Development Status and Trail Surface</b>	<b>Ownership and Management</b>	<b>Affiliated Organizations</b>	<b>Comments</b>
6.	<b>Franklin City Trail</b>	Travels through the City on local streets	A Safe Routes to School Program was completed in 2007 providing a walk/bike connection to three schools and to downtowns from the Allegheny River Trail. Signage will be improved in 2008.	City of Franklin	Franklin Chamber of Commerce AVTA	
7.	<b>Allegheny River Trail</b>	27 miles Franklin to Emlenton	Complete – Asphalt surface	Allegheny Valley Trail Association (AVTA)	AVTA	There is a ¾ mile break in the Trail at Sunny Slopes, 1 mile north of Kennerdell Tunnel.
8.	<b>Emlenton Borough Trail</b>	Undetermined	Incomplete	AVTA and Emlenton Borough	AVTA	
9.	<b>Allegheny River Trail Extension</b>	6 miles Emlenton through Foxburg to Parker Landing	Incomplete - Asphalt surface from Foxburg to near Parker Landing	Allegheny Valley Trail Association (AVTA)	AVTA Foxburg Borough Richland Township Perry Township Parker City	This portion of the planned trail is located outside the Oil Heritage Region.
10.	<b>Sandy Creek Trail</b>	12.5 miles Fisherman's Cove to Van	Complete - Asphalt surface	Allegheny Valley Trail Association (AVTA)	AVTA Sandy Creek Township Victory Township	
11.	<b>Game Lands #45 Trail</b>	Unknown miles Along the southern border of State Game Lands #45	Complete - Packed earth or ballast	PA Game Commission	None	Use is subject to regulations of the PA Game Commission.
12.	<b>Clarion Highlands Trail</b>	6 miles from PA Gamelands #45 to Shippenville	Complete - Packed earth or ballast	Allegheny Valley Trail Association (AVTA)	AVTA	This portion of the planned trail is located outside the Oil Heritage Region.
13.	<b>North Country Trail</b>	The specific number of miles of trail in the Oil Region is not available.	Mostly packed earth	Varies	Keystone Chapter of the North Country Trail Association	The entire Trail is about 4,600 miles from North Dakota to New York.

	<b>Trail Segment</b>	<b>Length and Location</b>	<b>Development Status and Trail Surface</b>	<b>Ownership and Management</b>	<b>Affiliated Organizations</b>	<b>Comments</b>
<b>14.</b>	<b>Middle Allegheny River Water Trail</b>	107 miles from Kinzua Dam to Emlenton	Water		PA Fish and Boat Commission	

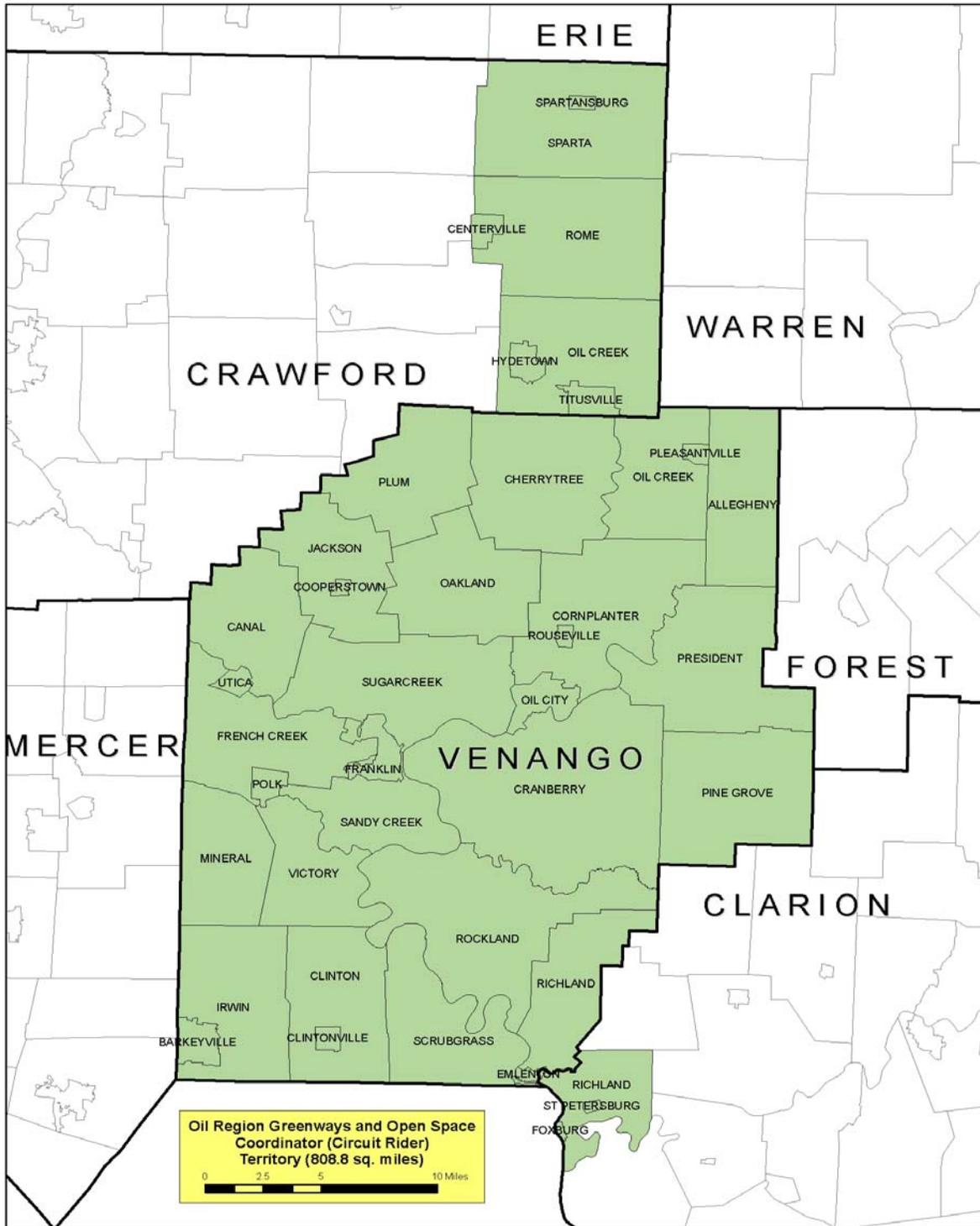
**Other Affiliated Groups**

Oil Region Alliance of Business, Industry, and Tourism  
 Venango County  
 Crawford County  
 Allegheny Valley Conservancy  
 French Creek Valley Conservancy  
 Nature Conservancy  
 Western Pennsylvania Conservancy  
 Trout Unlimited, Oil Creek Chapter  
 Venango Campus of Clarion University of Pennsylvania  
 PA DCNR – Bureaus of Forestry; State Parks; and Recreation and Conservation  
 PA Fish and Boat Commission  
 PA Game Commission  
 Pennsylvania Environmental Council – French Creek Project and Northern Allegheny Project

**Other Significant Natural Resources**

Allegheny Wild and Scenic River and Trail  
 Two Mile Run County Park  
 Oil Creek State Park  
 Kennerdell Tract of Clear Creek State Forest  
 State Game Lands  
 Sugar Creek  
 Oil Creek  
 Sandy Creek  
 East Sandy Creek  
 French Creek  
 Pine Creek  
 Kahle Lake  
 Allegheny Valley Conservancy Open Space  
 Drake Well  
 Ed Meyer Recreation Complex  
 Crawford County Forest

## Designated Geographic Area of the Greenway and Open Space Region



## **Management and Organization**

### ***Definition of the region to be served by this Plan***

The Oil Region, as well as greenways and trails that are contiguous with but extend beyond the Region into Clarion and Crawford Counties are considered to be a part of this Plan.

This would currently include:

- Clarion County – The Allegheny River Trail from Emlenton through Foxburg to Parker Landing
- Crawford County – Trails in Titusville, Oil Creek Township, and heading northward
- Parts of the proposed Erie to Pittsburgh Trail

It could also include the Clarion Highlands Trail.

### ***Management and Organization***

One of the primary purposes of this study is to determine the most appropriate management and organizational structure for the Oil Region greenways and open space. The consultant identified six management models that are currently being used in various locations across the state. Of the six models, three were considered as likely options for the Oil Region. The three primary management options are:

1. Creation of a greenway and open space organization
2. Utilizing the Venango County Regional Planning Commission
3. Development of a multi-municipal commission

The other management models are:

4. Development of a county parks, recreation, or trails board
5. Utilization of a recreation or conservation authority
6. Creation of a county parks and/or trails department

Each of these six options is described in a matrix in Appendix E.

### ***Management Option Selected by the Study Committee***

It is the consensus of the Study Committee that a new organization be created to coordinate the greenways and open space in the Oil Region. The organization will serve for the specific purpose of coordinating the planning, development, management, and maintenance of trails, greenways, and/or open space.

The organization will not be directly affiliated with a municipal government but will serve to support and enhance trail, greenway, and open space plans of municipal and organizational stakeholders. Significant benefit is provided by this type of organization because it is able to focus on coordinating and assisting with planning, development, maintenance, management, and security issues, and less on fundraising. Time spent on fundraising means time not available for trail, greenway, and open space work. This means that the counties, municipalities, and

supporting organizations will need to contribute financially to pay for operational expenses of the organization.

The Organization will be structured as follows.

The Steering Committee will be comprised of up to twenty members. Initially, the committee will consist of one member representing each of the following:

- Venango County
- Crawford County
- Clarion County
- City of Oil City
- City of Franklin
- City of Titusville
- Borough of Emlenton
- Cranberry Township
- Borough of Foxburg
- Oil Region Alliance of Business, Industry, and Tourism
- Allegheny Valley Trails Association
- Northwest Regional Planning Commission
- PA Department of Conservation and Natural Resource
  - Bureau of Recreation and Conservation
  - Oil Creek State Park
- Allegheny Valley Conservancy

As additional stakeholders are identified, they may be asked to serve on the Committee as well.

The Steering Committee will serve as the managing entity of the organization. It will be responsible for coordination of all the efforts related to greenways and open space in the Oil Region. They will assist in prioritizing, planning, design, development, and maintenance of greenway and open space facilities throughout the Oil Region. They will assist with the same for certain trail and greenways segments that are contiguous with, but extend beyond, the Oil Region.

The Steering Committee will work with Venango County to apply for and oversee a grant from the PA Department of Conservation and Natural Resources to hire a Circuit Rider as a Greenway and Open Space Coordinator who will be the staff person who assists in carrying out the functions of the organization.

The Steering Committee will maintain an office, from which the Greenway and Open Space Coordinator will work. This office will serve as the first point of contact for the region's greenways and open space.

Venango County would serve as the fiscal agent for the Circuit Rider Grant overseeing administration for the funding and grant management. The Greenway and Open Space Coordinator would be an employee of the County but would work under the direction and supervision of the Steering Committee.

The Steering Committee will work directly with affiliated organizations such as local municipalities, trail and conservation organizations, governmental agencies, private businesses, and non-profits to help them fulfill their objectives in greenway and open space planning, design, development, and maintenance. These organizations will provide direct input back to the Steering Committee concerning their interests as well.

The graphic on the next page depicts the organizational structure:



## ***Management and Operational Details***

### **Staffing**

The Consultant and the Study Committee concur that a new staff position should be created to coordinate and implement the design, development, and maintenance for the greenways and open space in the Oil Region. The Oil Region Greenways and Open Space Coordinator can focus attention on bringing the appropriate agencies and nonprofit organizations to the table, interfacing with municipal officials and providing technical assistance where needed.

The position should be advertised through a broad spectrum of postings that will attract qualified candidates. Resumes should be required of all applicants, and interviews should be conducted to select the best candidate.

Venango County may apply to the Pennsylvania Department of Conservation and Natural Resources, through their Circuit Rider Program, to fund the position. The person hired would be responsible for implementing and advancing the greenway, trail, and open space plans of the Oil Region.

Knowledge and experience are only part of what makes a successful worker. Equally important are attitude, ability to communicate and work with others, and ability to research and obtain answers to issues beyond one's knowledge or experience base. The Greenways and Trails Coordinator must be self-directed, energetic, and entrepreneurial.

In addition, the Coordinator shall bring the following specific skills and credentials to the position:

- Excellent communication, organizational, and relationship-building skills
- Experience in public and private land conservation techniques and obtaining ownership of trail corridors through acquisition and easements
- Bachelor's Degree or higher
- Three or more years of experience working as staff or volunteer with a conservation organization
- Three or more years of experience managing projects or initiatives that involve coordination and consensus building among diverse interest groups
- Knowledge and understanding of trails, greenways, and open space issues
- Ability to attend meetings or events during evening and weekend hours
- Publicity and public relations skills
- Knowledge and experience in grantsmanship, geographic information systems, and computer applications

The Coordinator's duties shall include:

- Educating municipal officials
- Providing technical assistance to municipalities to advance greenways and trails in accordance with the Region's priorities for greenway and trail development
- Working and negotiating with land owners and other agencies and organizations to

- implement and protect greenway corridors and secure and develop trail corridors
- Increasing awareness of benefits of greenway protection and trail development throughout the Region by conducting presentations, distributing information, and attracting media coverage
- Developing good working relationships with conservation organizations, government agencies, non-profit organizations, and land owners
- Working with municipalities and/or non-profit groups to increase funding by assisting with grant writing and development of donor materials
- Managing daily operations and finances
- Developing publicity information
- Coordinating maintenance
- Supporting regional trail and greenway opportunities
- Enhancing the Oil Region's relationship with the Pittsburgh to Erie Trail
- Coordinating volunteers

A complete job description can be found in Appendix F.

## **Administrative Budget**

The following itemized description and related table proposes an administrative budget for the Oil Region Greenway and Open Space Coordinator position. The administrative budget addresses the management and operations of the organization. It does not provide budgeting or financial information for planning or development of specific greenway segments or open spaces.

### **Expenses**

There will be a number of expenses incurred in the operation of this organization. Most of these expenses focus on the staffing and operation of an office.

### **Expense Categories**

- **Salary** – The salary would be set through a cooperative decision of DCNR and the local agency. The pay scale for this position is based on that of a shared municipal services planner for Venango County. The basic qualifications for this position are similar to that of the Circuit Rider position.
- **Payroll taxes and benefits** – This includes payroll taxes, FICA, workers compensation insurance, and other benefits. A benefits package must be included as part of the salary package. This will include health, dental, and vision insurances; a retirement plan; vacation and holiday time; and other benefits as appropriate. The budget amount (35% of gross wages) is based on Venango County's typical benefit and payroll package.
- **Travel and training** – The Coordinator will be expected to travel throughout the region in the conduct of his/her work. A standard mileage allowance will be required. Additionally, training will be needed to keep the Coordinator abreast of the most current information in the greenway and open space planning field.
- **Office space** – An office will be needed to house the Greenway and Open Space

Coordinator. Depending on the final location selected, a rental fee may or may not be required.

- **Computer services and equipment** – Typical computer services and equipment will be needed in order to run the office. An initial outlay will be required for the purchase of a computer, printer, and related accessories. Internet service, program software, and appropriate hardware will require recurring expenses. In some locations, some of these services may be provided as part of the office space.
- **U.S. Postal Services** – Postage and general mailing services will necessitate an ongoing expense.
- **Office supplies and services** – This category of expense includes stationery, office supplies, copying expenses, and other typical clerical and administrative expense.
- **Telephone and Communications** – A telephone with local and long distance service will be needed as well as fax, internet, and mobile phone service.
- **Other Expenses** – The organization should plan for other ongoing and unexpected expenses related to the operation of the office.

## Revenue

The Greenway and Open Space Committee will have no direct means of producing its own revenue. It is created and serves to directly assist municipalities and agencies in the planning, development, management, and maintenance of their greenways and open space. Because of this, it is expected that these municipalities and agencies will work together to provide the needed funding for the committee to operate.

In the first years of operation, the committee is expected to receive funding from the Commonwealth of Pennsylvania through DCNR's Circuit Rider Grant Program. This funding will need to be supplemented by contributions from municipalities and agencies affiliated with greenways and open space in the Oil Region. As the DCNR funding decreases over the first four years, municipal and agency funding will need to increase to support the committee's operation. The following list of revenue categories describes the needed funding from each source to make this committee successful.

## Revenue Categories

- **DCNR Circuit Rider Grant** – Funding is allocated through the Circuit Rider Grant program for partial salary and training costs. A more detailed description of the grant program follows.
- **Oil Region Alliance (ORA)** – The ORA has committed \$5,000 annually to this program.
- **Northwest Planning Commission** – The Planning Commission should be asked to contribute a minimum of \$2,000 annually.
- **Allegheny Valley Trail Association** – The AVTA should be asked to contribute a minimum of \$2,000 annually.
- **County contributions** – Each County should be asked to contribute. Crawford and Clarion Counties should be asked to contribute \$2,000 each year and Venango County would be asked to contribute \$3,000 annually.
- **Municipal contributions** – All municipalities who are involved on the Committee

that have portions of trails within their boundaries should be asked to contribute \$2,000 annually.

- **Other Non-profit organizations** – These organizations should be asked to contribute a minimum of \$500 annually.
- **In-kind contributions** – Some supporters may be able to contribute goods or services rather than, or in addition to, cash contributions. Such goods and services may include office space; phone, fax, and internet; clerical services; and office equipment and furniture.
- **Other sources** – By the fifth year of operation, the committee will need to have secured other funding sources to assist with its on-going operations. This could include fees for services, commitments from new organizations, grant funds, or other sources.

### **DCNR Circuit Rider Grant Program**

DCNR's Circuit Rider Program is designed to provide initial funding for County or regional organizations to hire a professional, full-time staff person. The Circuit Rider's purpose is to initiate new programs and services for counties, municipalities, and organizations that individually do not have the financial resources to hire a professional staff person.

Circuit Rider grant applications are accepted at any time. Eligible project costs include only the Circuit Rider's salary and DCNR-approved technical assistance and training expenses as follows:

First Year: up to one hundred percent (100%) of gross salary

Second Year: up to seventy-five percent (75%) of gross salary

Third Year: up to fifty percent (50%) of gross salary

Fourth Year: up to twenty-five percent (25%) of gross salary

Training Expenses: up to \$2,000 available for Bureau-approved training expenses over the four years of funding.

Participating parties must provide local funds to cover the Circuit Rider's employee benefits for all four years; the balance of the salary in years two, three, and four; and normal support services, such as office space and furnishings, training and travel expenses, clerical support, equipment, etc. Startup costs will need to be allocated in the first two years of operation to acquire office furniture and equipment.

### **Proposed Budget**

The following chart assumes that all costs need to be covered by the organization's budget. There may be cases where some of the items are donated or provided as in-kind services. These would reduce the actual cash outlay from the budget. The projected revenue chart identifies expected sources of local revenue. Some of the revenue will need to be raised by the organization.

<b>Projected Expenses</b>	<b>Year One</b>	<b>Year Two</b>	<b>Year Three</b>	<b>Year Four</b>	<b>Year Five</b>
Coordinator	\$34,000	\$35,020	\$36,071	\$37,153	\$38,267
Payroll Benefits/Costs	\$11,900	\$12,257	\$12,625	\$13,003	\$13,394
Travel / Training	\$3,500	\$3,500	\$2,500	\$2,500	\$2,500
Mentoring Services	\$1,500	\$0	\$0	\$0	\$0
Office Space	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Postage	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Office Supplies and Service	\$2,000	\$2,000	\$2,000	\$2,400	\$2,400
Telephone and Communication	\$3,600	\$4,000	\$4,200	\$4,300	\$4,439
Start-up costs	\$8,000	\$3,000	\$0	\$0	\$0
Contingency	\$4,000	\$223	\$605	\$644	\$0

<i>Total Operations Costs</i>	\$81,500	\$73,000	\$71,000	\$73,000	\$74,000
<b>Potential Revenue</b>	<b>Year One</b>	<b>Year Two</b>	<b>Year Three</b>	<b>Year Four</b>	<b>Year Five</b>
Circuit Rider Grant	\$36,000	\$26,500	\$18,535	\$9,788	\$0
Oil Region Alliance	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
AVTA	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Northwest Regional Planning Commission	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
County Contributions	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Municipal Contributions	\$14,000	\$14,000	\$16,000	\$16,000	\$16,000
Non-profit Contributions	\$2,000	\$2,000	\$2,000	\$4,000	\$4,000
In-kind Contributions	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Other Sources	\$1,500	\$2,500	\$6,465	\$15,212	\$26,000
<b>Total Revenue</b>	<b>\$81,500</b>	<b>\$73,000</b>	<b>\$71,000</b>	<b>\$73,000</b>	<b>\$74,000</b>

	<b>Year One</b>	<b>Year Two</b>	<b>Year Three</b>	<b>Year Four</b>	<b>Year Five</b>
Expenses	\$81,500	\$73,000	\$71,000	\$73,000	\$74,000
Revenue	\$81,500	\$73,000	\$71,000	\$73,000	\$74,000
<b>Net Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## **Office Location**

An office will need to be provided from which the Greenway and Open Space Coordinator can work. The office space should be centrally located within the Oil Region. A single office with a minimum of one hundred twenty square feet of floor space will be sufficient as the organization gets started. It must have sufficient storage space. The office should be easily accessible to all areas of the Oil Region.

The best location for the office would be in a facility with other municipal, non-profit or business offices. It must have accessibility to phone, high speed internet, and other communication services. A conference room or area should be available in which to hold meetings, conferences, and gatherings. Access to technical, clerical, and business support services for the Coordinator would be beneficial.

The Franklin Industrial and Commercial Development Authority (FICDA) has pledged, on a complimentary basis, to provide an office and related services for at least the first year of operation. The office space is located in the Emerging Technology Center (ETC) at 191 Howard Street, Franklin, PA

A list of other potential sites can be found in Appendix G.

## **Public Input**

### ***Stakeholder Presentations and Key Person Interviews***

Presentations of the Draft Plan were given to fourteen municipalities and/or organizations. The presentation included a request for each to support the project by serving on the Steering Committee and providing a financial contribution. The Peer Consultant was a part of the presentations to Venango, Crawford, and Clarion Counties.

The following is a list of those to whom the presentations were made and their response.

**Venango County** – Committed to serve as fiscal agent for the Circuit Rider Grant, serve on the Steering Committee, provide in-kind services, and provide \$3000 annually.

**Crawford County** – Committed to serve on the Steering Committee and provide \$2000 annually.

**Clarion County** – Committed to serve on the Steering Committee and provide \$2000 annually.

**City of Oil City** – Not yet contacted.

**City of Franklin** – Still considering their role.

**Borough of Emlenton** – Committed to serve on the Steering Committee and to contribute \$1000 in the first year and to increase by \$250 annually to reach the \$2000 level.

**Cranberry Township** – Committed to serve on the Steering Committee and provide \$2000 annually.

**Borough of Foxburg** – Still considering their role.

**Oil Region Alliance** – Committed to serve on the Steering Committee and provide \$5000 annually.

**Allegheny Valley Trails Association** – Committed to serve on the Steering Committee and provide \$2000 annually.

**Northwest Regional Planning Commission** – Not yet contacted.

Pa Department of Conservation and Natural Resources – A Circuit Rider Grant Application is being submitted to request funding.

**Allegheny Valley Conservancy** – Committed to serve on the Steering Committee and provide \$500 annually.

Additional background information was gathered by conducting personal interviews with the following persons:

1. Jim Holden, Allegheny Valley Trails Association
2. Leah Carter, Titusville Renaissance, Inc.
3. Ron Steffey, Allegheny Valley Land Trust
4. Sue Smith, Venango County Commissioner
5. Judy Downs, Venango County Regional Planning Commission

### ***Public Meeting***

A public meeting was held in Oil City on September 4, 2007 to present the initial findings of the Venango County Greenway Plan. As part of that meeting, the Peer Consultant for this Study presented the proposed management plan for the greenways of the Oil Region.

# Appendix A

## Scope of Work

### *Oil Heritage Region Recreational Greenways Peer Study*

1. Project Development and Administration
  - Development of project scope and budget
  - General Administration of the project
  
2. Inventory and Analysis of existing facilities, programs, and services
  - Compile information from existing plans, or those currently underway, that is relevant to the development of the management plan and/or intergovernmental agreement for the Oil Region trails, greenways, and open space. Such plans include but may not be limited to: the Venango County Comprehensive Recreation, Park and Open Space Plan, Venango County Comprehensive Plan, Crawford County Comprehensive Plan, Oil Region Alliance Management Action Plan (and its updates), and the Northwest Pennsylvania Greenways and Open Space Study.
  - Identify partners and stakeholders involved in the current management and operation of the Oil Region trails, greenways, and open space. Examine the roles of each.
  - Identify potential partners or supporters for the future management and operation of the Oil Region trails, greenways, and open space. Ascertain the potential roles of each.
  - Acquire the following background information as necessary from Venango County, Crawford County, Oil Region Alliance and other appropriate partners.
  - Visit existing Oil Region trails, greenways, and open space and potential connections, additions, extensions, hubs, or other planned sites as necessary.
  
3. Public Input
  - Facilitate up to four regional focus group meetings with local governments and key stakeholders to discuss potential management and operation of the Oil Region trails, greenways, and open space.
  - Conduct up to twelve personal or phone interviews with key persons identified by the Study Committee to gather input and support for management and operation of the trails.
  
4. Identify Key Issues and Develop Solutions and Alternatives
  - Assist the committee in identifying key issues that affect the management and operation of the Oil Region trails, greenways, and open space.

- Identify issues that need to be resolved prior to development of, or in, a management plan/agreement.
- Develop solutions and/or alternatives to overcome obstacles.
- Identify and address residents' concerns.

#### 5. Development of a Management Structure

- Develop three to five alternate management system options. For each, provide a general description of the staffing, funding, use of volunteers, expectations of other organizations, roles of municipalities, and other key issues. Identify the benefits and weaknesses of each.
- Work with the Study Committee to determine the best management system to be used for the Oil Region trails, greenways, and open space for the next five years.

#### 6. Develop a Staffing Plan that addresses at least the following:

- Specific duties and responsibilities of the Circuit Rider and of each participating organization and municipality
- Provision of office space, communications equipment, operating supplies, etc. for the Circuit Rider
- Supervision of the Circuit Rider, including back-up supervision
- Inclusion of greenway, open space, trails, and outdoor recreation subjects and sites in the Circuit Riders scope of work
- Minimum professional requirements for candidates of the post of Circuit Rider
- Detailed budget of expenses (cash or in-kind) and revenues for each 12-month period during the five-year implementation of the Circuit Rider, as well as detailed commitment of revenue sources sufficient to support those expenses
- Other management and operational factors to be considered

#### 7. Meetings and Travel

- One initial meeting to discuss the scope of services and contract issues
- Up to seven (7) Study Committee meetings
- Travel to the region up to ten (10) times to include Study Committee meetings, public meetings, and meetings with staff, elected officials, and others

#### 8. Write Report

- Write a report detailing the process, results, recommendations, and bibliography of the study; and include an Executive Summary that does not exceed eight pages
- Provide a printed or digital draft report for each study committee member plus three for the Oil Region Alliance
- Provide fifteen (15) printed and fifteen (15) digital copies of the final report, plus the required number for DCNR

# Appendix B

## Meeting Minutes

### Oil Heritage Region Recreational Greenways Peer-to-Peer Study Work Group Minutes of December 5, 2006 (First) Meeting

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The first meeting of the Recreational Greenways Peer-to-Peer Study Work Group was called to order by Mike Henderson, ORA Project Manager, at 10:47 a.m. The meeting had originally been planned to take place at the trailhead Saltbox House in Franklin, but lack of heat in the building forced the meeting to be moved to the Emerging Technology Center at the FICDA office. Present were: Dick Carr, Matt Gilara, Jim Holden, Holly Best, Debra Frawley, Marilyn Black, Leah Carter, Ronnie Beith, Larry Puleo, Tracy Jamieson, Bob Good, Mike Eschenmann, Kim McCullough, and Mike Henderson.

The meeting began with individual introductions of the group, and introductions of Mike Eschenmann, DCNR, and Bob Good, Pashek Associates. Mike Eschenmann presented an overview of what prompted the need for the study, the DCNR and Peer roles, and Bob Good's background and qualifications.

Mike Eschenmann reported that the signed DCNR contracts would probably not be available until the third or fourth week in January. Bob Good requested that one person act as chair/central contact. Mike Henderson was confirmed as the main point of contact, being the project manager for the contract.

Larry Puleo explained that the project will expand beyond bike-hike trails into other greenways, water trails, etc. Debra Frawley emphasized the importance to publicize the (probable) Circuit Rider position so local municipalities can provide input.

Bob Good and Mike Henderson are to work together on the draft scope of work. Jim Holden agreed to speak with Terry Ray as a representative of Cranberry Township.

The next meeting of the group is scheduled for Tuesday, January 9, at 10:00 a.m. at the Emerging Technology Center.

### Oil Heritage Region Recreational Greenways Peer-to-Peer Study Work Group Minutes of January 9, 2007 (Second) Meeting

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The second meeting of the Recreational Greenways Peer-to-Peer Study Work Group was called to order by Mike Henderson, ORA Project Manager, at 10:07 a.m. in the conference room of Emerging Technology Center at the FICDA office. Present were: Matt Gilara, Jim Holden, Holly Best, Debra Frawley, Leah Carter, Ronnie Beith, Larry Puleo, Tracy Jamieson, Dennis Peden, Cecile Stelter, Bob Good, Kim McCullough, and Mike Henderson.

The meeting began with individual introductions of the group.

Bob Good reviewed the Scope of Work with the group, as well as the Recreational Greenways Matrix. Several corrections and additions to the matrix were added, based on group input. The remainder of the meeting time was spent doing a S.W.O.T. (Strengths, Weaknesses, Opportunities, and Threats) analysis via brainstorming session. The result of this analysis, as well as the revised matrix, is to be provided to the group at the next meeting.

The next meeting of the group is scheduled for Tuesday, March 13, at 9:00 a.m. at Titusville Towne Square.

The meeting was adjourned at 11:47 a.m.

**Oil Heritage Region Recreational Greenways Peer-to-Peer Study Work Group  
Minutes of March 13, 2007 (Third) Meeting**

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The third meeting of the Recreational Greenways Peer-to-Peer Study Work Group was called to order by Mike Henderson, ORA Project Manager, at 9:10 a.m. in the conference room at Titusville Towne Square. Present were: Cathy McBride, Marilyn Black, Jim Holden, Debra Frawley, Leah Carter, Larry Puleo, Dennis Peden, Cecile Stelter, Bob Good, and Mike Henderson. The meeting began with a review of the minutes of the January 9<sup>th</sup> meeting, and individual introductions of the group.

Bob Good reviewed the updated Recreational Greenways Matrix, and reminded the group that greenways are “natural resource spaces,” not just “recreational spaces.” The group split up into smaller session groups to discuss the following questions:

- 1.) Do we really need a joint management structure?
  - What will its purpose be?
  - What kinds of things will it do?
- 2.) What are the advantages of having one organization to manage the trail and open space system?
  - What are the disadvantages?
  - What issues will we deal with in creating it?
  - What issues will it face as it begins to operate?

Regarding public input study, Jim Holden pointed out that a formal public input study may be redundant, since the National Park service did one in 2005.

Regarding key person interviews, Leah Carter suggested Ed Meyer; Marilyn Black suggested Moriah Hanson of PennDOT.

The next meeting of the group was scheduled for Tuesday, May 8, at 9:00 a.m. at the Crawford Center, Emlenton. (Scheduling conflicts later forced the meeting time to be rescheduled for Tuesday, May 22.)

The meeting was adjourned at 11:00 a.m.

**Oil Heritage Region Recreational Greenways Peer-to-Peer Study Work Group  
Minutes of May 22, 2007 (Fourth) Meeting**

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The fourth meeting of the Recreational Greenways Peer-to-Peer Study Work Group was called to order by Mike Henderson, ORA Project Manager, at 9:18 a.m. at the Crawford Center in Emlenton. Present were: Leah Carter, Marilyn Black, Jim Holden, Debra Frawley, Kim McCullough, Ron Steffey, Bob Good, and Mike Henderson. The meeting began with a review of the minutes of the March 13<sup>th</sup> meeting, and individual introductions of the group.

Leah Carter provided an update on the Titusville recreational trail project, noting that the most immediate goal for the project is to connect to Perry Street Station, and also the creation of a rest stop along Oil Creek. Hydetown Borough has expressed a desire to bring the trail through Hasbrouck Park.

Ron Steffey spoke to the group about the Armstrong Trail, including a short discussion about how to put our resources together as a region to connect Pittsburgh and Erie. Ron explained how the Allegheny Valley Land Trust has been useful in trail management, as well as a 50-site campground, which provides sustenance for Ron’s salary.

Bob Good discussed how a management model can be created, possibly using Venango County as a fiscal manager. Bob pointed out that DCNR will not fund a circuit rider for an individual trail organization. A steering committee would likely consist of three counties and six municipalities.

Marilyn Black suggested a key person interview may include someone from Northwest Commission. Suggestions for a physical location for the circuit rider included FICDA and Northwest Commission.

Bob Good distributed a draft of the job description, which will be further discussed at the next meeting.

The next meeting of the group was scheduled for Tuesday, July 24, at 11:00 a.m. at FICDA. (Scheduling conflicts later forced the meeting time to be rescheduled for Tuesday, August 7, 10:00 a.m.)

**Oil Heritage Region Recreational Greenways Peer-to-Peer Study Work Group  
Minutes of August 7, 2007 (Fifth) Meeting**

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The fifth meeting of the Recreational Greenways Peer-to-Peer Study Work Group was called to order by Mike Henderson, ORA Project Manager, at 9:05 a.m. at the ETC training room of FICDA. Present were: Marilyn Black, Jim Holden, Debra Frawley, Kim McCullough, Commissioner Larry Horn, Commissioner Sue Smith, Matt Gilara, Judy Downs, Bob Good, and Mike Henderson. The meeting began with a review of the minutes of the May 22<sup>nd</sup> meeting, Bob Good's peer study report outline, and the Management & Organization draft.

The group discussed management models with regard to the creation of a recreation or conservation authority. Clarification of "county" as shown on the Page 7 flow chart was made; "county" as shown indicates the chosen fiscal agent, of which Venango has been suggested. Commissioner Horn requested clarification regarding future county funding as current funding expires. Bob Good explained that the county's role as fiscal agent would be renewed annually. Judy Downs suggested using Northwest Planning Commission until a new parks authority is formed. Commissioner Horn suggested changing the Page 7 flow chart to put the county at the top.

Jim Holden suggested scheduling a meeting with all county commissioners and to include himself, Marilyn Black, and Judy Downs, to discuss the concept of using the county as fiscal agent. Judy Downs would make arrangements for the meeting; Mike Henderson would attend, as Project Manager.

Regarding the draft job description, Marilyn Black suggested simplification to avoid duplication of the job description, and to add grantsmanship and GIS experience. Jim Holden and Marilyn Black suggested broadening the specifics of the bachelors degree requirement. Jim Holden suggested adding the requirement to assist with the coordination of events and volunteer activities. Marilyn Black suggested letting the county (fiscal agent) set the wage to be paid.

The group suggested adding ORA and "or other county location" to the list of potential office locations, as listed on Pages 12-14. Jim Holden suggested adding Rockland, Richland, and Sandycreek Townships to the steering committee. Bob Good agreed to write financial commitments into the budget; Jim Holden and Marilyn Black will ask the various entities for their firm commitments.

Next steps: meet with county commissioners, begin public meetings, and review the grant application for requirements. Bob Good will prepare second draft prior to meeting with the commissioners. The group is to reconvene in early September.

**Oil Heritage Region Recreational Greenways Peer-to-Peer Study Work Group  
Minutes of August 20, 2007 Meeting With County Commissioners**

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Present: Commissioners Sue Smith, Larry Horn, Gary Hutchison; Judy Downs; Marilyn Black; Bob Good; Mike Henderson; Jim Holden

A meeting was held with the Venango County Commissioners to get input regarding their position on the county being the fiscal agent for the circuit rider position. The meeting commenced at 2:00 p.m. at the Courthouse

Annex. Commissioner Hutchison asked if a portion of the county's \$3,000 contribution could be counted as an in-kind contribution for the fiscal agent. The group discussed proposed physical locations for the circuit rider office. Advantages to the Northwest Commission location were noted as: Northwest Commission is already multi-county, has good access to resources, and will be adding a multi-county greenway coordinator. An advantage to the FICDA location was noted that it is a more central location.

Judy Downs suggested that the fiscal agent should remain in Venango County for at least one year. Commissioner Hutchison favored Venango County being fiscal agent, with a preference to the Northwest Commission physical location. Commissioner Smith was in agreement with Commissioner Hutchison, adding that the FICDA location is too isolated. Jim Holden strongly suggested the FICDA location, at least for the first year. Larry Horn agreed that Venango County should be the fiscal agent. All in attendance agreed that Judy Downs and/or Debbie Frawley should be the county point person.

### **Oil Heritage Region Recreational Greenways Peer-to-Peer Study Work Group Minutes of August 30, 2007 (Sixth) Meeting**

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The sixth meeting of the Recreational Greenways Peer-to-Peer Study Work Group was called to order by Mike Henderson, ORA Project Manager, at 9:20 a.m. at the ETC training room of FICDA. Present were: Deb Frawley, Mike Henderson, Cecile Stelter, Leah Carter, Jim Holden, Bob Good, and Kim McCullough. The meeting began with a report of the August 20 meeting with the Venango County Commissioners (see previous minutes from the August 20 meeting). Bob reported that Venango County agreed to be the fiscal agent; County Planning committed to \$3,000 plus management as in-kind contribution. The commissioners did not conclude on a physical office location for the coordinator.

The group reviewed the revised Management and Organization information. Kim McCullough asked for clarification of the circuit rider/coordinator's role with the Pittsburgh-to-Erie trail. Bob Good asked the group if the report should show two budget versions or one. Jim Holden stated that revenue option one will become the choice; Bob Good stated that option two will then become part of the appendices. Marilyn Black asked if financial participation would be a requirement to have a seat on the committee. The group chose to make the following changes to the Management and Organization section:

Under Page 11, Revenue Categories – Change “agency” to “other non-profits”; add  
Northwest Commission as a category.  
Specify DCNR Bureau of Recreation and Conservation.  
Shift Oil Creek State Park up with DCNR in study committee.  
Pages 17-18, several changes to human interaction, sensory requirements, and oral communication skills.  
(Suggested verbiage provided by Marilyn Black.)  
Increase 15# lifting requirement to 40#.

Deb Frawley offered to provide a sample job description for county-shared municipal services positions.

The group discussed meetings with other affiliated organizations. Bob Good suggested that study group members approach the entities one-on-one. The group suggested a mixed approach; Kim McCullough suggested Bob's accompaniment when approaching the Clarion and Crawford County Commissioners. Leah Carter suggested the assistance of Dennis Paden when approaching the City of Titusville. Marilyn Black committed to approaching Cranberry Township and the City of Oil City. Bob good committed to accompanying Marilyn with Oil City, and also Jim Holden with Marilyn at Northwest Commission. Jim Holden committed to approaching the City of Franklin, Borough of Emlenton, Borough of Foxburg, Cranberry Township, and Clarion County. Cecile committed to approaching Oil Creek State Park.

The group agreed that a newsletter article would suffice for announcement of Regional Focus Group Meetings. Bob Good stated that he has more than 10 people listed for key person interviews.

Bob Good commented to the group that the two main reasons for failure of a greenways coordinator are: the

circuit rider/coordinator gets pulled in too many directions; lack of direction from the steering committee.

The group agreed that one more meeting was needed, to take place on October 3, at 10:00 a.m. at the FICDA facility. Bob Good would submit the final peer study report, and Judy Downs would write the DCNR grant application.

**Oil Heritage Region Recreational Greenways Peer-to-Peer Study Work Group  
Minutes of October 3, 2007 (Seventh) Meeting**

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The seventh meeting of the Recreational Greenways Peer-to-Peer Study Work Group was called to order by Mike Henderson, ORA Project Manager, at 10:00 a.m. at the ETC training room of FICDA. Present were: Deb Frawley, Mike Henderson, Ted Morus, Barrett Clark, Leah Carter, Jim Holden, Bob Good, and Kim McCullough, Judy Downs, and Marilyn Black. The meeting began with a report on the meetings with the various municipalities; reporting were Bob Good, Kim McCullough, and Marilyn Black. Marilyn reported that Cranberry Township committed to a \$2,000/year financial contribution, plus serving on the steering committee. She has yet to schedule meetings with the cities of Oil City and Titusville.

Jim Holden reported that Emlenton Borough was still undecided and that they would get back to him, AVTA committed to a \$2,000 annual financial contribution, and that the City of Franklin had not yet committed, but probably would. A meeting was set for the following evening with Friends of Oil Creek State Park, asking for their commitment of \$500. Marilyn and Jim stated they were comfortable enough with the financial commitments to provide sufficient match funding for the grant application.

Deb Frawley agreed to get the DCNR grant application on the agenda for the Venango County Commissioners' meeting in two weeks. Support letters would be sent to Mike Eschenmann. Leah Carter suggested when meeting with Titusville, to approach Leisure Services first. Bob Good stated he had already scheduled time with Jamie Beechey at Leisure Services. The group discussed office space availability at the Northwest Commission. Jim reported that he had spoken with FICDA regarding office space there, and that they were willing to donate space for the first year.

Marilyn suggested that Bob Good re-write the acknowledgements to include all of the steering committee, and include matches in funding sources. Bob asked the group to submit all input regarding changes to him by October 10.

**Oil Heritage Region Recreational Greenways Peer-to-Peer Study Work Group  
Minutes of February 20, 2008 (Final) Meeting**

The final meeting of the Recreational Greenways Peer-to-Peer Study Work Group was called to order at 3:00 p.m. at the Allegheny Grille in Foxburg. Present were: Marilyn Black, Debra Frawley, Matt Gilara, Jim Holden, Kim McCullough, Larry Puleo, Cecile Stelter, Bob Good, Barrett Clark and Mike Henderson. Guests included: Chris Beichner, Mary Ann Nau and Morris Waid.

The meeting began with an update concerning the changing of the Fiscal Agent for the circuit rider project. The new Venango County Commissioners decided not to be the grant recipient or the fiscal agent for the project. Discussions were then held with the Northwest Regional Planning and Development Commission (NW Commission) and the Oil Region Alliance, neither of which qualify to receive the DCNR funding during this round. A meeting was held with the Crawford County Commissioners who accepted the responsibility. They in turn will sub-contract with the NW Commission who will be the fiscal agent for the project and employer of the Greenways and Open Space Coordinator (Circuit Rider). The following is a list of the current match commitment partners:

<b>Municipality/Organization</b>	<b>2008 Amount</b>	<b>Municipality/Organization</b>	<b>2008 Amount</b>
<u>Venango County</u>	<u>\$ 3,000</u>	<u>City of Titusville</u>	<u>\$ 2,000</u>

**Pashek Associates, Ltd.** **Page 31**

Crawford County	\$ 2,000	Oil Region Alliance	\$ 5,000
Clarion County	\$ 2,000	AVTA	\$ 2,000
City of Oil City	\$ 2,000	NW Commission	\$ 5,000
City of Franklin	\$ 2,000	Allegheny Valley Conservancy	\$ 500
Emlenton Borough	\$ 1,000	Friends of OC State Park	\$ 500
Cranberry Township	\$ 2,000	Franklin Industrial & Commercial Development Authority	\$ 12,000
Foxburg Borough	\$ 100	Clear Lake Authority	\$ 750
Cornplanter Twp.	\$ 2,000		

Bob Good is finalizing the Peer-to-Peer Study report and will submit it to DCNR soon. He will add some pages describing the change in Fiscal Agent process and a new map of the expanded service area since new partners have signed on.

At this time the study committee completed its function and turned the meeting over to the new Regional Greenways and Open Space Committee.

### **Regional Greenways and Open Space Committee** **Minutes of February 20, 2008 (First) Meeting**

The first meeting of the Regional Greenways and Open Space Committee (Committee) was called to order at 3:20 p.m. at the Allegheny Grille in Foxburg. Present were: Marilyn Black, Debra Frawley, Matt Gilara, Jim Holden, Kim McCullough, Larry Puleo, Cecile Stelter, Mike Henderson, Chris Beichner, Barrett Clark, Mary Ann Nau and Morris Waid. Guests included: Bob Good.

Jim Holden read a draft of a “Memorandum of Understanding – Greenways and Open Space Coordinator – Steering Committee”. This was a way to officially establish the committee. Discussion followed and it was decided that an MOU would have to be signed by each entity and was not necessary since each partner had signed a resolution committing to the project. The title of the document was changed to “Establishment of the Greenway and Open Space Steering Committee” and a few other edits were made. The Committee voted to accept the concept of the document with the edits and a final version will be emailed to all of the members. It will be acted upon at the next meeting. Nominations were held and officers elected to run the meeting and were as follows: Jim Holden – Chair, Matt Gilara – Vice Chair, Debra Frawley – Secretary.

The next discussion centered on coordination with the Northwest Regional Planning and Development Commission (NW Commission) who will be the fiscal agent and employer. Crawford County will be the DCNR Circuit Rider grant applicant and recipient. They will “pass through” the money to the NW Commission. The funds will be in separate accounts as are their other various projects. Their Board understands that the office for the Coordinator will be at the FICDA complex in Franklin. The position will be classified as a Coordinator who will report to Matt Gilara, Manager of Regional Planning. The Coordinator will follow the personnel policies of the NW Commission. The Committee will provide evaluation comments about the employee as well as Mr. Gilara and both will sign off on the Coordinator’s annual evaluation. An MOU is needed between the Committee and the NW Commission outlining the responsibilities of both in relation to the project and the Coordinator. Mr. Gilara and Mr. Beichner will develop a draft of that and present it at the next meeting.

A draft job description was distributed. This will replace the one previously distributed to the Study

Committee from Venango County and meet the format and requirements of the NW Commission. Discussion continued as to the wording of the advertisement for the position. It will be placed in The Derrick, Titusville Harold, Erie Times News and Progress News as well as placed on the PA Career Link and the PA Recreation and Park Society conference bulletin board. It was recommended by Marilyn Black that Mr. Gilara move forward now with the advertising and that if for some reason the grant funding did not come through, the ORA would reimburse them for the cost. The deadline for applications will be March 21, 2008. A Selection Committee was established to finalize the wording of the ad, look at the applications, and interview the applicants: Jim Holden, Matt Gilara, Kim McCullough and Leah Carter. This committee will meet March 28 to discuss the applications received.

The next meeting of the full Committee will be March 13, 2008 at the NW Commission offices in Oil City. Lunch will be provided at 12:00 with the meeting to follow. Subjects to be discussed include: an action plan from which the Coordinator will work, applications received so far, by-laws, day-to-day operations, committees, voting procedures and a long term meeting schedule.

The meeting adjourned at 4:50 p.m.

Respectfully submitted,

Debra M. Frawley

# Appendix C

## *Results of SWOT Analysis*

### Strengths

- Oil Region Alliance
- State Heritage Park and National Heritage Area
- Allegheny Valley Trail Association
- Allegheny Valley Conservancy
- Existing Trail System
- Wild and Scenic River designation
- Good presence of State Parks in the region
- Two Mile Run County Park
- Opportunities to expand and extend the trail system
- There is already a good working relationship among agencies
- All key agencies have offices within the region
- Multiple agency involvements enhance credibility and funding opportunities
- The region is in multiple counties
- There are a number of volunteer groups involved
- The demographics and location are both good

### Weaknesses

- There is some difficulty in coordination among agencies
- It is always the same people involved
- Agencies are known more for planning and less for implementation
- There is limited funding
- Limited vision and foresight in municipal governments
- Lack of public understanding of operations, funding, timing, impact on the region, public buy-in
- Landowner issues
- Too often people think in terms of municipal boundaries, thereby limiting opportunities
- Maintenance and operations
- There is not a single central contact for the trail system
- Maintaining adequate security on the trails

## **Opportunities**

- Vast amounts of resources (natural, cultural, and recreational) that can be tapped into for people, volunteers, funding, publicity, etc.
- Opportunities for funding through charitable organizations
- Breakdown territorial issues
- Organize volunteers
- Economic development through tourism
- Completing small things can produce buy-in
- Internet, staff, brochures, etc., to respond to user questions
- Circuit Rider
- Demographic and geographic location
- Educate people and market the region
- Trail related business development
- Becoming part of a larger trail system – Pittsburgh to Erie

## **Threats**

- Burnout
- Lack of local buy-in for maintenance and operations
- ATV/Motorized vehicles – no designated place to ride
- Urban users who don't understand conservation and protection
- Lack of commitment to work with certain groups to create the system
- Lack of security
- Too much interest and users before the facilities and maintenance are ready and in place.
- Lack of private business support and facilities
- Landowner issues and organizations
- Circuit Rider influencing local territory

# Appendix D

## ***Peer-to-Peer Committee - Defining Management Issues***

**Group #1 – Larry Puleo, Dennis Peden, Cecile Stetler, Kim McCullough, Mike Henderson**

1. Do we really need a joint management structure?
  - Yes, but uncertain about how to define “joint management”
  - Yes, for management of a position but the management may not filter down from there
2. What will its purpose be?
  - Provides an open forum – has equal representation
  - Provides coordination among groups representing the Oil Region trails
  - Serves as a clearinghouse of information
3. What kinds of things will it do?
  - Share information
  - Coordinate entities and agencies
  - Bring concerns, problems, and success for public discussion
4. What are the advantages of having one organization to manage the trail and open space system?
  - Provide overall definition and coordination of goals and objectives
  - Provide a more rapid response to issues and concerns
  - Eliminate levels of bureaucracy
5. What are the disadvantages?
  - Difficulty in meeting the many expectations of a variety of groups
  - Coordination of groups – distrust, lack of buy-in
  - Image and public perception
  - Keeping everyone involved
  - Same people on the Board as are involved in other things creates burnout
6. What issues will we deal with in creating it?
  - Identifying responsibilities
  - Creating and agreeing on vision, mission, goals, and objectives
  - Determining which entities will be represented – more than one municipality: which state agencies; all trail groups; the counties; others?
  - Equal representation
7. What issues will it face as it begins to operate?
  - Negative reaction
  - WIIFM (What’s in it for me) Attitude

- Politics
- Lack of funds
- Lack of buy-in by all parties
- Equally distributing the program across the area

**Group #2 – Leah Carter, Jim Holden, Cathy McBride, Marilyn Black, Deb Frawley**

1. Do we really need a joint management structure?
  - Definitely yes
  - Funding from multiple sources
  - Need coordination – currently each group is doing its own projects independent of one another
  - The municipalities have priorities other than trails
  - Need for a single contact person
  
2. What will its purpose be?
  - Oversight of trail projects
  - Prevention of duplication of services
  - Hiring, firing, evaluating, training, and managing staff
  - Establish goals and objectives
  - Create a work plan
  - Write a job description for the coordinator
  - Keep the circuit rider focused
  
3. What kinds of things will it do?
  - Search for and hire the coordinator
  - Write the job description
  - Evaluate the coordinator and accomplishments of the group
  - Provide salary
  - Continue to find funding sources
  - Represent areas that don't have trail groups
  
4. What are the advantages of having one organization to manage the trail and open space system?
  - Single point of contact
  - More active promotion
  - Coordination of volunteers
  - Not competing over funding
  - Prioritization of projects
  - Prevent duplication of efforts

5. What are the disadvantages?
  - Determining who runs the finances
  - Creating yet another board
  - Some organizations are trusted more in different geographic locations
  - Some entities are more experienced
  
6. What issues will we deal with in creating it?
  - Who will be on it
  - Territorialism
  - Could get too big
  - Structure
  - Requires 501(c)3 status
  - Who will handle finances, insurance
  - Office space, and equipment
  - Future ability to expand
  - Territory may be too large
  - Need legal assistance
  - Need connections to state government
  
7. What issues will it face as it begins to operate?
  - What happens when consensus isn't reached
  - Need bylaws, officers, etc.
  - Fundraising
  - Main funding source(s)

## Appendix E

### **Trail Management Organizational Options**

#### ***Option One***

<b>Type of Organization</b>	<b>Strengths</b>	<b>Weaknesses</b>
<p><b>Greenway and Open Space Organization</b>            This is a non-profit organization usually created for the specific purpose of developing and managing trails, greenways, and/or open space. Such organizations are not directly affiliated with a municipal government but serve to support and enhance trail, greenway, and open space plans of one or more municipal bodies. With management done completely by a non-profit group, decisions need to be made about funding and insurance. The best benefit is provided by an organization when they are able to focus on development, maintenance, management, and security and less time on fundraising. Time spent on fundraising means time not available for trail work. This means that the municipalities need to contribute financially to pay for insurance, maintenance materials and supplies, and other on-going expenses.</p>	<ul style="list-style-type: none"> <li>• Able to apply for some state grants</li> <li>• Able to apply for grants that are only available to non-profits</li> <li>• Volunteers have a special interest in trails and greenways</li> <li>• Broader-based opportunities for recruitment of volunteers for special activities and projects</li> <li>• Strong interest in greenways and open spaces</li> <li>• Limits municipal funding of trails and greenways</li> <li>• Able to recruit and utilize volunteer experts for a variety of services such as engineering, design, construction, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Relies solely on volunteers or appointed representatives</li> <li>• Often ends up with just a few people doing most of the work</li> <li>• Volunteers have a limited interest in on-going maintenance and upkeep tasks</li> <li>• Fundraising often accounts for more of the volunteer/committee time than greenway and open space work</li> <li>• Some groups become singularly focused on just one aspect of their overall purpose</li> <li>• The organization's goals may not always match those of the municipality/county</li> <li>• There is limited accountability for volunteers</li> <li>• It is sometimes difficult to get volunteers to adhere to maintenance and management standards established by the municipality</li> <li>• Not eligible for the DCNR Circuit Rider Grant</li> </ul>

#### ***Option Two***

<p><b>County Planning Commission</b>            The Commission manages the planning and supervision of greenways and open space,</p>	<ul style="list-style-type: none"> <li>• Able to apply for state grants</li> <li>• Eligible to receive startup funding from DCNR for a Circuit Rider staff position</li> <li>• The Planning Office sets the</li> </ul>	<ul style="list-style-type: none"> <li>• Requires a County-paid management position in the Planning Office</li> <li>• Requires a tremendous amount of coordination by the planning</li> </ul>
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<p>coordinating with local municipalities and volunteer organizations for planning, development, implementation and operation. A full-time Trail and Greenways Manager/Coordinator would be needed. In the future this may also require some support staff.</p>	<p>standards for all aspects of trail management</p> <ul style="list-style-type: none"> <li>• Paid staff are usually more reliable and are accountable to the County</li> <li>• The County has control over priorities and how they are accomplished</li> <li>• Quality control comes from the planning office</li> <li>• Coordination with local municipalities and volunteer organizations spreads the workload and funding among many agencies</li> <li>• Volunteer groups can apply for funding that is only available to non-profits</li> <li>• Assures compliance with the County Trail and Greenway Plan</li> <li>• Assures greater accountability of all those working on projects</li> <li>• Allows all the benefits of both volunteer non-profit organizations and municipalities</li> </ul>	<p>office</p>
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*Other Types of Trail Management Options*

***Option Three***

<b>Type of Organization</b>	<b>Strengths</b>	<b>Weaknesses</b>
<p><b>Multi-Municipal Commission</b>  A commission is created through an agreement among two or more municipalities/counties specifically to manage greenways and open space. The purpose of the commission could be to perform one or more functions such as development, management, security, or maintenance. According to PA enabling legislation, the Commission is an extension of the political subdivision. The commission is set up by ordinance according to the wishes of the participating municipalities. The</p>	<ul style="list-style-type: none"> <li>• Direct involvement from each municipality through which the trail travels</li> <li>• Each municipality represents their own interest on the board</li> <li>• Financial responsibility is spread among the entire group of municipalities</li> <li>• Each municipality contributes according to the amount of trail and facilities located within their boundaries</li> <li>• Management decisions are made for the trail as a whole, while considering individual municipal interests</li> <li>• Management standards are set for the trail as a whole</li> <li>• Able to receive funding through a variety of state agencies</li> <li>• DCNR can provide grant</li> </ul>	<ul style="list-style-type: none"> <li>• Individual municipalities have varying abilities to contribute financially</li> <li>• Each member may end up with a separate volunteer group within its own municipality</li> <li>• Not able to apply for grants that are only available to non-profit organizations</li> <li>• The commission must provide partial funding for the Circuit Rider in years 2-4 of the grant and full funding beginning in year five</li> </ul>

<p>agreement can be customized to meet local needs. Decisions will need to be made about municipal representation, funding, insurance, maintenance security, decision-making, and a host of other issues.</p>	<p>funding to assist in creating the intergovernmental agreement</p> <ul style="list-style-type: none"> <li>• Eligible to receive startup funding from DCNR for a Circuit Rider staff position</li> </ul>	
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*Other Types of Trail Management Options*

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<b>Type of Organization</b>	<b>Strengths</b>	<b>Weaknesses</b>
<p><b>County Parks and Recreation or Trails Board</b> A volunteer Board is appointed by the County Commissioners. The Commissioners determine the purpose and responsibilities of the board. Some boards are permitted to hire staff through the County to assist with necessary tasks.</p>	<ul style="list-style-type: none"> <li>• Comprised of volunteers who have special interests in parks and recreation, or trails and greenways</li> <li>• Operates in conjunction with the County</li> <li>• Could provide a good balance of workers between volunteers and County paid staff</li> <li>• Eligible to apply for state grants with the County as the legal applicant</li> <li>• Eligible to receive startup funding from DCNR for a Circuit Rider staff position.</li> <li>• The County sets the standards for how the board will operate</li> </ul>	<ul style="list-style-type: none"> <li>• Rely mostly on volunteers to accomplish all work</li> <li>• Often end up with just a few people doing most of the work</li> <li>• Limited interest in on-going maintenance and upkeep tasks</li> <li>• Fundraising often accounts for more of the volunteers' time than trail work</li> <li>• Not able to apply for grants only available to non-profit organizations</li> </ul>
<p><b>Trails, Recreation and/or Conservation Authority</b> This organization is created by the County Commissioners for the expressed purpose of trail and greenway planning, development, maintenance and management.</p>	<ul style="list-style-type: none"> <li>• Separate from the political subdivision</li> <li>• Able to operate independently of the governmental unit</li> <li>• Able to apply for state grants</li> <li>• Able to borrow funds for major development projects</li> <li>• May be eligible to receive startup funding from DCNR for a Circuit Rider staff position.</li> <li>• Set their own standards for quality and accountability</li> <li>• Typically think and plan for the long-term</li> </ul>	<ul style="list-style-type: none"> <li>• Apart from County or municipal funding, an Authority has limited ability for revenue production</li> <li>• Typically do not have volunteer groups associated with them</li> <li>• Not able to apply for grants that are only available to non-profit organizations</li> <li>• Relies mostly on paid staff to accomplish almost all work</li> <li>• The trail organization's goals may not always match those of the County</li> <li>• The Board of Commissioners has little control over the decisions or actions of the Authority</li> </ul>

<p><b>County Parks and/or Trails Department</b>  The County Department is responsible for all aspects of planning, development, management, and maintenance. Volunteer groups may be used to assist or support the County on specific projects. Significant decisions would need to be made at the County level concerning how to determine what trails would fall under its jurisdiction.</p>	<ul style="list-style-type: none"> <li>• Able to apply for state grants</li> <li>• The County sets the standards for all aspects of trail management</li> <li>• Paid staff are usually more reliable and are accountable to the County</li> <li>• The County has control over priorities and how they are accomplished</li> <li>• The County manages quality control</li> <li>• Allows the County to establish county-wide standards for management and maintenance of all trails.</li> <li>• Volunteers assist with security, maintenance projects, and development</li> <li>• DCNR can provide grant funding through its Peer-to-Peer Program to assist in creating the plan to hire a county trail manager</li> <li>• Eligible to receive startup funding from DCNR for a Circuit Rider staff position.</li> </ul>	<ul style="list-style-type: none"> <li>• Means creating a new County department</li> <li>• Adds paid staff to the County payroll</li> <li>• Relies mostly on paid staff to accomplish work</li> <li>• Volunteers usually play a limited role</li> <li>• The County funds all aspects of planning, development, management, and maintenance</li> <li>• Staff may have many responsibilities other than trails and therefore trails may not be their primary focus</li> <li>• Not able to apply for grants that are only available to non-profit organizations</li> <li>• Some trail groups would not want to be a part of a county system</li> </ul>
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# Appendix F

## *Draft Job Description*

### Oil Region Greenways and Open Space Coordinator

#### **PURPOSE OF POSITION**

The purpose of this position is to coordinate greenways and open space projects in the areas of design, development, and maintenance for the Oil Region.

#### **ESSENTIAL POSITION FUNCTIONS**

The following duties are standard for this position. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- Develop appropriate administrative procedures that are consistent with the objectives of the Northwest Pennsylvania Greenways and Trails Plan, the Venango County Comprehensive Recreation and Open Space Plan, and other plans that provide direction for greenways and open space in the Oil Region
- Serve as a first point of contact for the Oil Region greenways and open space
- Increase awareness of greenways and open space, and their benefits, among the general public and elected officials
- Assist with the coordination of events and volunteer activities that focus on the Region's greenways, trails, and open space
- Provide technical and planning assistance to municipalities and organizations that are partners in providing greenways and/or open space in the Oil Region. This assistance may be provided in the areas of administration, planning, development, and maintenance of greenway, trail, and open space programs; promote and support multi-municipal/regional greenway and open space planning efforts; advise municipalities regarding consistency of local plans with adopted County greenways/trails/open space plans.
- Coordinate specific greenways acquisition and development projects with the counties, municipalities, non-profit organizations, and other appropriate entities by providing technical assistance and grant writing services
- Make recommendations to municipal boards and councils regarding updates and amendments to local ordinances as they relate to greenways (both recreation and conservation) and open space programs
- Educate elected officials on the value of conservation planning, and encourage municipalities to adopt a conservation based approach to land development
- Serve as an advocate for the Oil Region and contiguous trails with the Erie to Pittsburgh Trail planning
- Attend meetings, conferences, seminars, workshops, and training classes to stay

apprised of regional, state, and other information which might provide opportunities for expanding local initiatives and/or coordinating local initiatives with other efforts in greenways, open space, environmental, and natural resource planning

- Prepare and/or assist in the preparation of maps, tables, graphics, and charts using software programs and complete various geographic information system (GIS) projects as needed; maintain and update and/or assist in the maintenance and updates of various county and/or municipal GIS layers related to greenway, open space, natural resource and environmental planning efforts at both the County and local municipal level.
- Prepare, write, and complete a variety of correspondence, reports, and recommendations including: application and plan recommendations, quarterly reports, program presentations, financial summaries, and press releases.

### **MINIMUM QUALIFICATIONS, TRAINING, AND EXPERIENCE**

A Bachelor's Degree is required; supplemented by three (3) years of previous experience/or training involving environmental, land use or natural resource planning or a similar field; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this position. A working knowledge of ESRI, ArcGIS, and Geographic Information Systems (GIS) is desirable. A candidate must possess and maintain a valid Pennsylvania driver's license.

### **ADDITIONAL KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED TO PERFORM ESSENTIAL JOB FUNCTIONS**

**Data Utilization:** Requires the ability to evaluate, audit, deduce, and/or assess data using established criteria. Includes exercising discretion in determining actual or probable consequences and in referencing such evaluation to identify and select alternatives.

**Equipment, Machinery, Tools, and Materials Utilization:** Requires the ability to operate, maneuver and/or control the actions of equipment, machinery, tools and/or materials used in performing essential functions. This includes but is not limited to computers, keyboards, printers, copy machines, projectors, and the like. Knowledge of computer word processing, spreadsheet, database, and use of computers is required.

**Verbal Aptitude:** Requires the ability to utilize consulting and advisory data and information, as well as reference, descriptive and/or design data and information as applicable.

**Mathematical Aptitude:** Requires the ability to perform addition, subtraction, multiplication and division; ability to calculate decimals and percentages; may include ability to perform mathematical operations with fractions; may include ability to compute discount, interest, profit and loss, ratio and proportion; may include ability to calculate surface areas, volumes, weights and measures; may include ability to interpret inferential statistical reports and ability to interpret formulation and equation data or apply algebraic and trigonometric formulas.

**Functional Reasoning:** Requires the ability to apply principles of logical or scientific thinking to implement both intellectual and practical relationships. Involves responsibility for consideration and analysis of complex organizational problems of major functions.

**Situational Reasoning:** Requires the ability to exercise judgment, decisiveness and creativity in situations involving the evaluation of information against sensory, judgmental, or subjective

criteria, as opposed to that which is clearly measurable or verifiable.

**Physical Ability:** Tasks require the ability to exert moderate physical effort in sedentary to light work. Tasks may involve some lifting, carrying, pushing, and/or pulling of objects and materials of medium weight (up to 40 pounds) and/or the ability to stoop, kneel, crouch and crawl. Job tasks involve the ability to coordinate eyes, hands, feet and limbs in performing skilled movements such as rapid keyboard use. Tasks may involve extended periods of time at a keyboard or work station. Tasks may occasionally involve walking or hiking on uneven terrain and unprepared surfaces including steep inclines.

**Sensory Requirements:** Some tasks require the ability to perceive and discriminate colors or shades of colors, depth, textures, sounds, odors, and visual cues or signals. Tasks require the ability to communicate successfully with people from all backgrounds in individual, small group, and large group settings..

**Environmental Factors:** Essential functions are regularly performed without exposure to adverse environmental conditions.

# Appendix G

## *Potential Office Locations*

### **Franklin Industrial and Commercial Development Authority (FICDA)**

Emerging Technology Center (ETC)

Tom Allen, Executive Director

FICDA operates the ETC as a business incubator for new and growing businesses. Located in Franklin, the newly renovated building includes commercial and industrial space along with a well-equipped conference room, a training room, a computer lab with high-speed internet access and 11 computers, and all the telecommunications and visual presentation equipment. This is a potential location for the office of the Greenways and Open Space Coordinator.

The Executive Director of the FIDCA has indicated that he would be able to provide office space to the Greenways and Trails Committee to house staff. Space is typically rented at a rate of \$10 per square foot. A 120 square foot office would rent for \$1200 per month. The Authority will likely be able to provide space at a reduced rate, depending on the type of services and the amount of space required. The Greenways and Open Space Committee would need to contact the Authority at least six weeks before the space is needed in order to allow time for preparation of the space.

As an added benefit, a number of technical assistance services are provided to tenants. They include:

- Management assistance (in promotion, finances, business planning, etc.)
- Counseling in funding opportunities
- Technical assistance in applying for government grants and loans
- Assistance in preparing presentations for funding opportunities
- Assistance from an advisory board of business and professional managers to help overcome business-related issues
- Technical manuals on starting and marketing a new business
- Rental space for office and manufacturing operations
- Office equipment and clerical services are available
- Business location/relocation assistance <sup>1</sup>

### **Venango County**

Venango County Regional Planning Commission

The Venango County Regional Planning Commission (VCRPC) provides professional planning services for the County and its local municipalities. It is staffed by trained professional planners who provide services related to comprehensive planning, subdivision and land development review, zoning administration, preparation of grant applications, Geographic Information Services (including the preparation of specialized maps for use by municipalities), grant administration, and other planning related functions (i.e., storm water management, flood plain

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<sup>1</sup> <http://www.ficda.org/services.htm>

management, ordinance preparation and review, environmental reviews, etc).

Planning and development efforts for greenways and open space would be a logical extension of their current services. This could occur through providing management and oversight to the Greenways and Open Space Committee or by simply providing office space for the Greenways and Open Space Coordinator.

The Venango County Regional Planning Commission is currently located in the basement of the County Courthouse. There is limited office space, even for the current staff. The County is conducting a space allocation analysis to determine the amount of space needed by the Commission. If the Greenways and Open Space Committee decides this is the best option, the County would evaluate the spacing needs at that time.

If the Greenways and Open Space Coordinator office is set up as part of the County, and located at the Planning Commission, the County would provide telephone service, utilities, office equipment, and general office supplies.

### **Northwest Regional Planning Commission**

The Northwest Pennsylvania Regional Planning & Development Commission is a non-profit regional resource for economic and business development, as well as community development and planning. It serves the eight counties of northwest Pennsylvania including Erie, Clarion, Crawford, Warren, Forest, Mercer, Lawrence, and Venango. Part of their role is to provide community development and planning such as transportation planning, municipal training, and technology assistance to help communities stay progressive.

The Commission is currently conducting a regional greenway and trail plan. As part of that plan, a management system will be identified that may include providing staff support for the planning and development of trails and greenways. The Oil Region Greenways and Open Space Committee will already be a step ahead with a coordinator on board. If the Northwest Commission hires a regional coordinator, the Oil Region Greenways and Open Space Committee should consider the possibility of sharing office space with that person at the Northwest Planning offices.

The Northwest Regional Planning Commission has indicated a willingness to consider providing office space and equipment for the Oil Region Circuit Rider position. Further discussion will be required if the Steering Committee determines that this is the preferred location.

### **Oil Region Alliance**

The Oil Region Alliance (ORA) is the lead economic development agency for Pennsylvania's historic Oil Region. The ORA is also the official tourist promotion agency serving the Region, as well as the administrator for the Oil Region National Heritage Area. These multiple designations enable ORA to tap multiple public and private resources to achieve its mission.<sup>2</sup>

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<sup>2</sup> <http://www.oilregion.org/ora.html>

The Mission of the ORA is “to increase the prosperity and population of the Oil Region through the preservation, promotion, development and support of destinations within the Oil Region. Whether they are historical, educational, natural, recreational, residential, commercial or industrial destinations, we must entice people to live, work, learn, and play in "The Valley That Changed the World".”<sup>3</sup>

Through the years, the ORA has played an active role in the planning and development of recreational trails and open space. ORA offices are located in downtown Oil City. This would be a viable location for the Oil Region Greenways and Open Space Committee office.

#### **Other Venango County Office Locations**

There may be other office locations with Venango County that could be viable for the Oil Region Greenways and Open Space Committee. Coordination with the County Commissioners would identify those locations.

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<sup>3</sup> <http://www.oilregion.org/ora.html>



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